

## UNIT TWO – MISSION TO ACCOMPLISH

COURSEBOOK, p. 17, WORDFORMATION

Complete the gaps with the WORDS created from the words in brackets.

### EXERCISE 1

First, BAA is unusual in running the project itself. Mr Douglas insists that **1. outsourcing** /SOURCE/ to a big project **2. management** /MANAGE/ group such as Bechtel would cost more, not less. Second, as much as possible of the **3. construction** /CONSTRUCT/ is taking place off-site. This reflects the site's physical **4. constraints** /CONSTRAIN/: it has only one **5. entry** /ENTER/ point, through which a 12-metre load must move every 30 seconds for a period of four years. And the site has **6. capacity** /CAPABLE/ for no more than two days of **7. storage** /STORE/. The **8. solution** /SOLVE/, he says, has been some "car industry industry logistics" – a large **9. investment** /INVEST/ in computing and training that no individual supplier would have made.

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### EXERCISE 2

New departures

Passing risk to **1.** /SUPPLY/ chosen by beauty parade increases the risk of corner-cutting. And, as T5's **2.** /SUPPLY/ are partners who will work on future projects, they have an incentive to do a good job. If something goes wrong later, there may be a debate about **3.** /NEGLECT/. If T5 works so well, why isn't BAA building airports elsewhere? A bigger priority, at least for now, is to get **4.** /PERMIT/ to build an **5.** /ADD/ runway at Stansted. But **6.** /ULTIMATUM/ success will **7.** /SURE/ point to a spin-off business that can build other big projects **8.** /SAFE/ and **9.** /CHEAP/.

COURSEBOOK, p. 17; READING

1. At what stage of construction does the fifth terminal of the Heathrow airport find itself now? What does it look like?

2. What are/ will be the terminal 's main functions?
3. Why is building airports especially tricky?
4. Who is Tony Douglas? What is his previous work experience?
5. What is T5 and how is it related to BAA?
6. Does BAA normally outsource such projects or run them itself?
7. Why does most of the construction work take place off-site?
8. What is T5 Agreement?
9. What is the suppliers' attitude to glitches and delays which almost inevitably arise during the course of building works?
10. How can a building work get behind the schedule?
11. How is the BAA trying to prevent delays in the project?

**COURSEBOOK, p. 21; LISTENING**

**Vocabulary to become familiar with before listening.**

1. to take on the market research side of the project
2. to have the specifics
3. we are convinced there 's a market out there
4. to do some basic research
5. to conduct; arrange some interviews
6. to focus on the data
7. What about the dates?
8. Does that sound reasonable?
9. There 's no way we can do it by then.
10. It 's exactly the sort of thing we are good at! I 'm very happy to be involved.
11. before we draw up the final specifications
12. How much are you budgeting for your side of things?
13. a provisional budget of 50k

**COURSEBOOK, p. 16; LISTENING**

**Vocabulary to become familiar with before listening.**

1. the nature of all the projects is that they are fluid
2. guidelines which project managers have to follow
3. a number of tools to help them
4. critical phases of the project
5. to look at the project as a whole
6. the project doesn 't have solid foundations
7. a feasible project

- 8. a project that will add value
- 9. a project overview lays out the purpose and strategy behind the project
- 10. to develop contingency plans if things go wrong

**WORKBOOK, p. 10; LISTENING**

**Complete the sentences with the words you hear.**

- M: I need to \_\_\_\_\_ soon about your office workstation project and \_\_\_\_\_ if you could check I' \_\_\_\_\_.
- J: What do you need to know?
- M: Well, I've written that office staff will be able to control their workstation " \_\_\_\_\_ "... I mean when they enter the building ... and \_\_\_\_\_ their card, the lights in their office \_\_\_\_\_, their computer will start up and colleagues will get an e-mail so they know the person's \_\_\_\_\_ the office - all helping to save staff time and increase productivity.
- J: Not quite. We've got rid of the email bit. \_\_\_\_\_ that people feel \_\_\_\_\_ - you know, all their comings and goings noticed by colleagues and bosses!

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- M: ..... and what are the key dates and stages before then?
- J: I can't \_\_\_\_\_, but I can send it all to you though if you like along with possible dates for \_\_\_\_\_.

**COURSEBOOK, p. 22; D+D, TEST CRISIS**

**TASK 1 Complete the following extract with the most suitable words. Then compare your choice with the original.**

Well, in this case we really had to **1.** \_\_\_\_\_ very quickly. There was no way that we could deliver products that had not been tested to our customers. So the **2.** \_\_\_\_\_ was first to determine which solutions were feasible in the time we had available. That **3.** \_\_\_\_\_ the option of building a separate testing plant, simply because there wasn't enough time to complete it. The three **4.** \_\_\_\_\_ options were all equally feasible. So then it became **5.** \_\_\_\_\_ of choosing the solution that would be the most cost-effective. In fact, the one that was selected was "offloading" testing to the factories that had **6.** \_\_\_\_\_ capacity, and that was chosen mainly because it would be cheaper for the company and it would also be a solution that could be used systematically whenever the same problem occurred at any of the plants. I was the project manager and that was my job for the next six months. It was a lot of work co-ordinating all the different factors, but in the end it worked **7.** \_\_\_\_\_ fine and we still use the system today. For me, it **8.** \_\_\_\_\_ me that the most obvious solutions are not, in fact, always the best. Because, of course, we could have just **9.** \_\_\_\_\_ and bought testing machines and installed them directly.

*excess/spare capacity*

**TASK 2 Answer the following questions**

1. Who is Infineon?
2. What does each Infineon plant do?
3. Why are managers in France worried?
4. For what reason has emergency meeting been called?
5. What will the four managers present at this meeting do?

WORKBOOK, p. 11; READING

Give the words defined by the following.

- \_\_\_\_\_ = failure to give care or attention, especially when this causes harm or damage
- \_\_\_\_\_ = a small and sudden problem: HITCH
- \_\_\_\_\_ = a set of connected things that work together for a particular purpose
- \_\_\_\_\_ = COMPUTING a series of instructions that makes a computer perform an action or a particular type of work
- \_\_\_\_\_ = the amount of money a person or organization has to spend on something
- \_\_\_\_\_ - = a situation in which something happens later or more slowly than you expected
- \_\_\_\_\_ = a/to start a major activity such as a military attack, a public INVESTIGATION, or a new career or project
- \_\_\_\_\_ = a series of actions that you think about carefully to help you achieve something; *an economic/spending/corporate plan; a peace plan*
- \_\_\_\_\_ = a plan of activities or events and when they will happen

**Questions to the text.**

1. What happened on Sept 14 in an air-traffic control centre in Palmdale, California?
2. Was there a mid-air collision of aircraft?
3. What does the author of this article see as the main problem: a) the fact that sb forgot to restart the system after 30 days, b) the design of the system itself
4. What does it mean *pervasive*?
5. What are the results of the survey carried out by Standish Group
6. Are delays typical only of the IT industry?
7. Whose fault is it?
8. What fact does the mention of Longhorn illustrate?

COURSEBOOK, p. 19

**TASK**

Based on the complete information in the book and the following hints, try to retell the contents of the article.

**Bechtel Corporation** • **appoint** • **the lead contractor** • **the new Athens underground rail system** • **aim** • **ready for the Olympic Games** • **2004** • **complexity** • **few people** • **on time** • **concern** • **cost** • **exceed the initial budget** • **despite** • **delays** • **time-consuming excavations** • **archeological finds** • **glitches** • **Bechtel ensured** • **not get behind the schedule** • **once** • **project** • **complete** • **Attiko Metro SA** • **take over** • **management of the new network** • **400, 000 passengers every day**

Try to complete the article with the most correct verbs.

The AS project management team have **1. withdrawn / drawn up / overdrawn** the following schedule for the AS 90 project, which **2. has / is / can** due to **3. kick back/ kick off/ kick** at the beginning of January. The first phase of the project will **4. be carried out/ be carried/ be carried away** by Luke Marshall and Gianni Visconti. They will be **5. implementing / organising/ researching** a meeting with the whole team during the first week in January to discuss the needs analysis questionnaire before it is sent out to hotel managers in the United Kingdom, Belgium and the Netherlands. By mid- January, the software specifications and manpower requirements will be **6. taken over/ submitted/ trained** for approval by the project manager and work will start on the pilot programme at the end of February. In April, the B team will **7. take over/ train/ appoint** the implementation phase. This will **8. budget / require/ plan** extensive travel for the team members who will be providing training for hotel staff at a series of one-day workshops. May has **9. been fixed / outsourced / interfaced** as the deadline for handing over the complete project with all deliverables to our customer.

## Grammar of Unit 2 – additional exercises

### ARTICLES

⇒ TASK Complete this article with either *a/an, the* or a dash (-) to show no article.

HOW CLEAN IS THEIR MONEY??

Money laundering is (1) **the** name given to one of (2) \_\_\_\_\_ world 's biggest financial problems:moving money that has been obtained illegally into (3)\_\_\_\_\_ foreign bank accounts so that (4)\_\_\_\_\_ people do not know where it has come from. Putting (5)\_\_\_\_\_ value on money laundering is of course very difficult, but the International Monetary Fund estimate that it is huge – perhaps \$1 trillion (6) \_\_\_\_\_ year, equivalent to about 4% of gross world product.

(7)\_\_\_\_\_ problem has grown hand-in-hand with (8) \_\_\_\_\_ globalisation, and particularly with (9)\_\_\_\_\_ lifting of capital controls and (10) \_\_\_\_\_

development of (11) \_\_\_\_\_ international payment systems. These allow money to be moved in (12) \_\_\_\_\_ seconds between banks in different parts of the world who know very little about each other. (13) \_\_\_\_\_ international payment system is crucial to (14) \_\_\_\_\_ stability of the world's financial markets, but it also provides (15) \_\_\_\_\_ opportunity for criminals to hide their money.

Private banking is (16) \_\_\_\_\_ best-known laundering channel. Clients of these banks are wealthy people who want their affairs handled with discretion, especially because they want to minimise (17) \_\_\_\_\_ amount of (18) \_\_\_\_\_ tax they pay. In these banks there is (19) \_\_\_\_\_ culture of "don't ask; don't tell". And (20) \_\_\_\_\_ biggest problem within (21) \_\_\_\_\_ private banking is offshore banks. There are around 5,000 offshore banks controlling about \$5 trillion in assets, and some have no physical presence in any location.

⇒ TASK Complete this interview between a journalist and the CEO of Biotec, a biotechnology company. Use either a/an, the or dash (-) to show no article.

Journalist: Can you begin by telling me (1) **a** little about (2) **the** recent changes at (3) \_\_\_\_\_ Biotec?

CEO: Well, as you know, last year we made (4) \_\_\_\_\_ decision to move our operations to (5) Cambridge, because it's very important for (6) \_\_\_\_\_ biotechnology companies to recruit (7) \_\_\_\_\_ scientists from (8) \_\_\_\_\_ best universities. We're in (9) \_\_\_\_\_ very competitive jobs market here in Cambridge, and we motivate our employees by offering them (10) \_\_\_\_\_ attractive salaries and (11) \_\_\_\_\_ excellent working conditions. We've built up (12) \_\_\_\_\_ excellent team, and we're doing some very important research in (13) \_\_\_\_\_ field of (14) \_\_\_\_\_ gene therapy.

Journalist: Many people say that (15) \_\_\_\_\_ biotechnology promises more than it delivers. Is that true at Biotec?

CEO: That may be true in general, but (16) \_\_\_\_\_ biotechnology that we do is already producing (17) \_\_\_\_\_ results. Last year we made (18) \_\_\_\_\_ small profit for (19) \_\_\_\_\_ first time, and (20) \_\_\_\_\_ revenue is increasing rapidly. Also, we've recently made (21) \_\_\_\_\_ distribution deal with (22) \_\_\_\_\_ large pharmaceutical company. They have the marketing skills that we lack, and (23) \_\_\_\_\_ partnership is working well for both sides. Our aim next year is to enter (24) \_\_\_\_\_ American market, and we're confident of (25) \_\_\_\_\_ success.

⇒ TASK Complete the following texts with either the or a dash (-) to show no article.

A

(1) \_\_\_\_\_ Argentina is one of (2) \_\_\_\_\_ most deregulated markets in (3) \_\_\_\_\_ world. (4) \_\_\_\_\_ privatisation process started in (5) \_\_\_\_\_ 1990s, and has included sectors such as (6) \_\_\_\_\_ telecommunications, (7) \_\_\_\_\_ utilities and (8) \_\_\_\_\_ financial services. (9) \_\_\_\_\_ Argentine telecoms market was fully deregulated in (10) \_\_\_\_\_ November 2000 and there are now (11) \_\_\_\_\_ five million cellular lines and six million homes with (12) \_\_\_\_\_ cable television services. (13) \_\_\_\_\_ water was decentralised before being privatised. (14) \_\_\_\_\_ Aguas Argentinas, (15) \_\_\_\_\_ local

water supply company for (16)\_\_\_\_\_ city of Buenos Aires and all (17)\_\_\_\_\_ municipalities in (18) \_\_\_\_\_ Greater Buenos Aires, is (19)\_\_\_ largest water utility in (20) \_\_\_\_ world.

## B

Imagine a country that continues for 4,200 km from (21)\_\_\_\_\_ dry deserts in (22)\_\_\_\_\_ north, through (23)\_\_\_\_\_ industrial and agricultural heartland in (24)\_\_\_\_\_ centre, to (25)\_\_\_\_\_ lakes and forestry plantations in (26) \_\_\_\_south, and finally to (27)\_\_\_\_\_ ends of (28) \_\_\_\_\_ earth in (29) Patagonia and Antarctica. Welcome to (30) \_\_\_\_ Chile! It's a very diverse country, with (31)\_\_\_\_\_ Pacific Ocean to one side and (32) \_\_\_\_\_Andes to (33)\_\_\_\_ other – you can swim in (34)\_\_\_\_\_sea and ski in (35)\_\_\_\_\_ mountains all in (36)\_\_\_\_\_ same day. There are (37)\_\_\_\_\_ business opportunities in many areas, and (38)\_\_\_\_\_ financial services sector is (39)\_\_\_\_\_ most sophisticated in (40)\_\_\_\_\_ Latin America.

⇒ TASK Complete the following with *a, an, the* or – (to show no article).

- 1 \_\_\_\_ Lake Michigan
- 2 \_\_\_\_ France
- 3 \_\_\_\_\_ Hyde Park
- 4 \_\_\_\_\_ Ruzyně Airport
- 5 \_\_\_\_\_ California
- 6 \_\_\_\_\_ Globe Theatre
- 7 \_\_\_\_\_ Czech Republic
- 8 \_\_\_\_\_ Eiffel Tower
- 9 \_\_\_\_\_ White House
- 10 \_\_\_\_\_ Prime Minister
- 11 \_\_\_\_\_ Marketing Director
- 12 to play \_\_\_\_\_ piano
- 13 to play \_\_\_\_\_ tennis
- 14 \_\_\_\_ IMF
- 15 \_\_\_\_\_ 21 century
- 16 \_\_\_\_\_ Pacific
- 17 in \_\_\_\_ 1980s
- 18 \_\_\_\_\_unemployed do not receive enough help.
- 19 Dr. M. Smith is \_\_\_\_\_ Chairman of \_\_\_\_\_ Board.
- 20 at \_\_\_\_\_ Christmas

- 21 in \_\_\_\_\_ 2001
- 22 in \_\_\_\_\_ July
- 23 on \_\_\_\_\_ Thursday
- 24 We went by \_\_\_\_\_ train.
- 25 It happened on \_\_\_\_\_ train to Rome.
- 26 My mother spent three days in \_\_\_\_\_ hospital. (it is not important in which one)
- 27 We supply equipment for \_\_\_\_\_ hospital. (one particular hospital)
- 28 in \_\_\_\_\_ north
- 29 in \_\_\_\_\_ north-west
- 30 at \_\_\_\_\_ present
- 31 in \_\_\_\_\_ future
- 32 in \_\_\_\_\_ past
- 33 at \_\_\_\_\_ moment

⇒ TASK In each pair of sentences, fill in one space with *the* and the other one with a *dash (-)* to show no article.

- 1 A \_\_\_ profits are increasing across every division of the company.  
B \_\_\_ profits we made last year were up in comparison to the year before.
- 2 A \_\_\_ information in your report will be very useful to us.  
B \_\_\_ information about the Kazakh market is hard to find.
- 3 A \_\_\_ visitors should sign their name in the book at reception.  
B \_\_\_ visitors from Germany will be arriving at ten.
- 4 A This magazine article gives \_\_\_\_\_ advice about which stocks to buy.  
B Thank you for \_\_\_\_\_ advice you gave me last week.
- 5 A \_\_\_ bonds I have are all long-term investments.  
B \_\_\_\_\_ bonds are a safe investment when interest rates are falling.
- 6 A \_\_\_\_\_ French exports to the rest of Europe are up 4% this year.  
B \_\_\_\_\_ French are world leaders in the luxury goods market.
- 7 A \_\_\_\_\_ management is an art, not a science.  
B \_\_\_\_\_ management are blaming the unions for the breakdown in negotiations.



# REVIEW TEST

**PJ11A**

## *Intelligent Business: Unit 2 – Projects*

<b>Name:</b>					
<b>Teacher:</b>				<b>TOTAL</b> (60 points to pass)	<b>MARK</b>
Number of points (max. 100 points)					
I. Listening:		III. Grammar:			
II. Vocabulary:		IV. Translation:			

<b>I. Listening:</b> (max. 20 points)	<input style="width: 40px; height: 20px;" type="text"/>	points
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<b>II. Vocabulary:</b> (max. 34 points)	<input style="width: 40px; height: 20px;" type="text"/>	points
<p><b>A. Translate the following expressions into English:</b> <span style="float: right;">(2 points each)</span></p> <p>maximalizovat zajišťovací sumu – _____</p> <p>předpovídat náklady spuštěného projektu – _____</p> <p>obviňovat subdodavatele ze závad a zpoždění – _____</p> <p>vypracovat proveditelný plán pro mimořádné události – _____</p> <p>odvrátit selhání záložních zařízení – _____</p> <p>schválení předložených požadavků na pracovní sílu – _____</p> <p>navrhnout a uskutečnit účinné omezení – _____</p> <p>dostatečně zhodnotit časově náročné výběrové řízení – _____</p>		
<p><b>B. Write expressions the following definitions refer to:</b> <span style="float: right;">(2 points each)</span></p> <p>1. a person or group of people who are considered to be an important part of an organization because they have responsibility within it or receive advantages from it:</p> <p>2. the process of arranging for somebody outside a company to produce goods or provide services for that company:</p>		
<p><b>C. Complete the sentence with one of the following phrases; translate the selected phrase into Czech.</b> <span style="float: right;">(2 points each)</span></p> <p style="text-align: center;"><b>ENDEAVOUR, DEADLINES, SPECIFICS, KEY FEATURES, ENCOUNTER, SERIES</b></p> <p>1. One of the _____ of a well-managed project is its detailed and perfect organization. <i>In Czech:</i> _____</p> <p>2. The last public _____ of the two CEOs took place at the</p>		

engineering trade fair in Vienna, and it was very informal.

*In Czech:* \_\_\_\_\_

3. The project team has to predict any difficulties and its members have to be prepared to solve a \_\_\_\_\_ of complex tasks.

*In Czech:* \_\_\_\_\_

**D. Complete the sentences with correct forms of the following verbs; some verbs are not used:** (1 point each)

**COST – PAY – PASS – STAY  
MOVE – FIX – HIT – BUMP UP**

1. \_\_\_\_\_ the objectives means setting final goals that need to be achieved.
2. Have you ever been unfair and \_\_\_\_\_ risk to somebody else?
3. It's estimated that human errors \_\_\_\_\_ the European economy €30 billion last year.

**E. Complete each sentence with a word made from the word given in brackets.** (1 point each)

1. The management's \_\_\_\_\_ over the future development is so big that they haven't been able to reach any conclusion at all. (**AGREE**)
2. If you really want to save some money, consider \_\_\_\_\_ some of your less important business activities. (**SOURCE**)
3. A new market research will show our company what the \_\_\_\_\_ to our major difficulty is. (**SOLVE**)
4. The project has to be finished with all \_\_\_\_\_ no later than next Friday. (**DELIVER**)
5. Do all of you think that the project of the new robot is \_\_\_\_\_? (**DO**)

### III. Grammar: (max. 30 points)

points

**A. Fill in the gaps with a suitable preposition or adverbial, if necessary:** (1 point each)

1. The CEO's concern \_\_\_\_\_ the future development is gone now.
2. Bob has been chosen to oversee \_\_\_\_\_ the pilot project.
3. Our company took \_\_\_\_\_ 5 new construction engineers last month!
4. Fortunately, corner-cutting is not peculiar \_\_\_\_\_ many companies here.
5. Although this supplier isn't very reliable, we have decided to get \_\_\_\_\_ with them.
6. The development points \_\_\_\_\_ more sophisticated electronic systems.

**B. Rewrite the sentences so that they mean the same as the sentence above.** (3 points each)

1. Sarah got a job in a factory. Five years later the factory closed down.

At the time the factory \_\_\_\_\_ Sarah \_\_\_\_\_ there for five years.

2. When they left college, Mary and Sue started making films together. They still make films.  
Mary and Sue \_\_\_\_\_ since they \_\_\_\_\_.

3. Jane is from New Zealand. She is travelling around Europe at the moment. So far she has travelled about 1,000 miles. She will travel additional 2,000 miles before returning home.  
By the end of her trip, Jane \_\_\_\_\_ more than 3,000 miles.

**C. Fill the gaps with the definite article **the**, indefinite article **a(n)** or no article:** (1 point each)

Well, as you know, last year we made \_\_\_\_\_ decision to move our operations to Cambridge, because it's very important for \_\_\_\_\_ biotechnology companies to recruit \_\_\_\_\_ scientists from \_\_\_\_\_ best universities. We're in \_\_\_\_\_ very competitive jobs market here in Cambridge and we motivate our employees by offering them \_\_\_\_\_ excellent working conditions. We've built up \_\_\_\_\_ excellent team, and we're doing some very important research in \_\_\_\_\_ field of \_\_\_\_\_ gene therapy.

**D. Choose suitable words or phrases that can complete each sentence. The number of correct answers is 0 – 4.** (2 points each)

1. \_\_\_\_\_ Opera House is located on \_\_\_\_\_ Fourth Avenue in \_\_\_\_\_ Denver.

A: The ... the ... ø

B: ø ... ø ... ø

C: ø ... the ... ø

D: The ... ø ... the

2. \_\_\_\_\_ President of \_\_\_\_\_ IMF and \_\_\_\_\_ Prime Minister Gordon Brown came to \_\_\_\_\_ Masaryk University on \_\_\_\_\_ foot.

A: ø ... the ... ø ... the ... ø

B: The ... ø ... ø ... the ... ø

C: The ... the ... ø ... ø ... ø

D: ø ... ø ... the ... the ... the

3. Harry Potter goes to \_\_\_\_\_ school in \_\_\_\_\_ Hogwarts, goes there by \_\_\_\_\_ train and reads \_\_\_\_\_ Daily Prophet.

A: the ... ø ... the ... the

B: the ... ø ... ø ... the

C: ø ... the ... the ... ø

D: ø ... ø ... ø ... ø

#### IV. Translation: (max. 16 points)

points

Translate the following sentences into English:

(8 points each)

Vybraný projektový tým se musí ujistit, že zdroje byly správně rozděleny a že náklady nejsou navyšovány, protože pokud by stavba nebyla předána včas a v rámci rozpočtu, mohlo by to finančně zruinovat celý projekt.

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Předpokládejme, že se naše továrna musí vypořádat s naléhavou situací, kdy zákazník odmítl prodloužit konečný termín pro dodání zboží. Jak byste se chopili tohoto problému a jaké řešení byste navrhli?

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